

Internship Report on

Implementation of CSMM (Customer Satisfaction Measurement and Management) to Improve Service quality and Increase Customer Loyalty of Airtel Bangladesh Limited



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Submitted to

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Submitted by

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Submission Date: June 25, 2014

25 June, 2014

To,

Mr. Mohammad Rezaur Razzak

Associate Professor and Academic Supervisor,

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Sir,

It gives me immense pleasure in presenting the internship report on “Implementation of CSMM (Customer Satisfaction Measurement and Management) to Improve Service quality and Increase Customer Loyalty of Airtel Bangladesh Limited” which was assigned to me as a partial fulfillment of the BBA program.

The three months of internship program at Airtel Bangladesh Limited gave me the opportunity to have an insight on the customer service and its strategy. The work on the project also enriched my knowledge about the corporate environment of an organization. To carry out the report, I have gathered various papers/document periodicals etc. from my line manager as well as from internet for the purpose of secondary data. I have practically worked and observed their working pattern, management and other company activities, in order to earn experience about the corporate environment. On the basis of these secondary data and practical observation, I have prepared the report later.

I hope that the report would be meeting your expectations and standards. Your kind consideration and cooperation will be highly appreciated.

Sincerely yours,

Rezwan Rashid Raheem

ID - 10104004

BRAC Business School

BRAC University

Acknowledgement

In preparing the report on, “Implementation of CSMM (Customer Satisfaction Measurement and Management) to Improve Service quality and Increase Customer Loyalty of Airtel Bangladesh Limited”, firstly I express my gratitude to my academic supervisor Mr. Mohammad Rezaur Razzak, for his proper guidance and effective direction for this study.

I want to thank my Supervisor Ms. Zakia Sultana (Head, OE & QA) who welcomed me into the beautiful corporate world of Airtel, who gave me the opportunity to have an excellent and enduring practical working experience, to go out of my comfort zone and learn to be more creative, challenging and confident.

I also want to thank my line manager at Airtel Bangladesh Limited, Mr. Md. Ahmadul Haque (Process Management Manager) who provided me with all the necessary information, guidance and support that I required in making this report. He also made sure that I have a great working experience in Airtel by delegating me business tasks which I know would serve me extremely well in the foreseeable future.

I am also thankful to my other Managers of the department Ms. Jinat Laila (Program Manager) and Ms. Shanjida Rahman (Process Improvement Manager) who also provided me with their support, knowledge, guidance and delegation of tasks which would also serve as a very fruitful experience.

Lastly, I would thank all my colleagues at Airtel Bangladesh Limited who have made the environment at Airtel an excellent place to work in. I have learned so much in such a short span of time.

Executive Summary

Customer is a vital component to any successful business today. Measuring your service quality is an important step to ensuring consistency and stability in all your company's dealings with their most important asset. There are many good ways to accurately assess the quality of your service. Telecommunications Service Providers, driven by competition, legislation, and increasing customer requirements, need to continuously monitor the quality of the service provided, while simultaneously reducing costs in order to remain competitive in the marketplace. To address these issues, many management teams have turned to Quality Management techniques to solve specific problems that they encountered, such as Six Sigma for process stability and defect reduction; and Continuous Improvement;

As a student BBA program, I got the opportunity to pursue my internship program in such a multinational telecom company. The report has been prepared in align with my job responsibilities and experiences at Airtel. Throughout my internship period, I have dealt with the quarterly Airtel prepaid customer satisfaction measurement and management. Customer Satisfaction Measurement and Management is quarterly research in a descriptive way where data is collected from a renowned Marketing and Social research firm and are analyzed quantitatively. The research findings show that there are several factors that make the customers dissatisfied regarding Airtel. Poor network quality, excessive service alerts from Airtel and sudden call drop etc. are the areas for customer dissatisfaction. On the other hand, the customers are satisfied for the high speed newly launched 3G service, price of new prepaid connection, availability of the prepaid recharge cards/Ezee load, tariffs of the prepaid packages, lives enriching value added services, and for customer supports after sales. However, the overall analysis gives us clear insights on how the service can be improved in several attributes and help us find out the loyalty level of our existing customers. And at the end of the project, some recommendations are given to help the Airtel management so that they can deploy appropriate decisions to retain customers with high satisfaction.

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Chapter 01

Company Overview

1.1 Preface

Today, it would be difficult to find a company that does not proudly claim to be a customer-oriented, customer- focused, or even-customer driven enterprise. Increasing competition (whether for-profit or nonprofit) is forcing businesses to pay much more attention to satisfy customers. The state of satisfaction depends on a number of both psychological and physical variables, which correlate with satisfaction behaviors. The level of satisfaction can also vary depending on other options the customer may have and other products against which the customer can compare the organization's product. Customers' satisfaction has now become major concern of the mobile service providers in our country.

The objective of this study is to provide a more comprehensive understanding of the process of customer satisfaction on the services provided by the Airtel mobile operator in Bangladesh. To measure the customer satisfaction and assess the service quality a questionnaire was designed by comprising some important variables. Based on the findings of the study some recommendations have been given which may assist Airtel to increase their customer base through more satisfied customers.

1.2 Company Info

Airtel Bangladesh Ltd. is a GSM-based cellular operator in Bangladesh. Airtel is the sixth mobile phone carrier to enter the Bangladesh market, and launched commercial operations on May 10, 2007. Warid Telecom International, an Abu Dhabi based consortium, sold a majority 70% stake in the company to India's Bharti Airtel Limited. Bharti Airtel is making a fresh investment of USD 300 million to rapidly expand the operations of Warid Telecom. This is the largest investment in Bangladesh by an Indian company. This is Bharti Airtel's second operation outside of India. Dhavi Group continues as a strategic partner retaining 30% shareholding and has its nominees on the Board of the Company. Bharti Airtel Limited took management control of the company and its board, and rebranded the company's services under its own airtel brand from 20 December 2010. The Bangladesh Telecommunication Regulatory Commission approved the deal on Jan 4, 2010.

The new funding is being utilized for expansion of the network, both for coverage, capacity, and introduction of innovative products and services.

As a result of this additional investment, the overall investment in the company will be in the region of USD 1 billion.

1.3 Airtel Bangladesh Ltd. at a Glance

- **Type:** Private
- **Industry:** Telecommunication
- **Founded:** December 1, 2010 (Registration date)
- **Headquarters:** House 34, Road 19/A, Banani, Dhaka 1213, Bangladesh
- **Key people:** P. D. Sharma (Chief Executive Officer), Abhay Seth (Chief Sales & Marketing officer), SK Mukhopadhyay (Chief Finance Officer), Rubaba Dowla (Chief Service Officer), Noor Mohammad (Chief HR Officer)
- **Products:** Telephony, mobile telephony
- **Total subscriber:** 6.538 million (April 2012)
- **Revenue:** 117.213 billion (US\$2.34 billion) (2010)*
- **Operating income:** 21.771 billion (US\$434.33 million) (2010)*
- **Net income:** 18.282 billion (US\$364.73 million) (2010) *
- **Total assets:** 856.142 billion (US\$17.08 billion) (2010)*
- **Total equity:** 502.603 billion (US\$10.03 billion) (2010)*

* All figures include Bangladesh, India and Sri Lanka operations

- **Parent:** Bharti Airtel 70% and Warid Telecom 30%
- **Website:** <http://www.bd.airtel.com>

1.4 Bharti Airtel

Bharti Airtel Limited is commonly known as Airtel. It is an Indian telecommunications company that operates in 20 countries across South Asia, Africa and the Channel Islands. It operates a GSM network in all countries, providing 2G, 3G and 4G services depending upon the country of operation. Airtel is the third largest telecom operator in the world with over 243.336 million customers across 20 countries as of March 2012. It is the largest cellular service provider in India, with over 181 million subscribers at the end of March 2012. Airtel is the third largest in-country mobile operator by subscriber base, behind China Mobile and

China Unicom. Airtel is the largest provider of mobile telephony and second largest provider of fixed telephony in India, and is also a provider of broadband and subscription television services. It offers its telecom services under the Airtel brand, and is headed by Sunil Bharti Mittal. Bharti Airtel is the first Indian telecom service provider to achieve Cisco Gold Certification. It also acts as a carrier for national and international long distance communication services. The company has a submarine cable landing station at Chennai, which connects the submarine cable connecting Chennai and Singapore.

Airtel is known for being the first mobile phone company in the world to outsource all of its business operations except marketing, sales and finance. Its network—base stations, microwave links, etc.—is maintained by Ericsson, Nokia Siemens Network and Huawei, and business support is provided by IBM, and transmission towers are maintained by another company (Bharti Infratel Ltd. in India). Ericsson agreed for the first time to be paid by the minute for installation and maintenance of their equipment rather than being paid up front, which allowed Airtel to provide low call rates.

1.5 Bharti Group

Bharti Group was founded in 1976 by Sunil Bharti Mittal. It has grown from being a manufacturer of bicycle parts to one of the largest and most respected business groups in India. With its entrepreneurial spirit and passion to undertake business projects that are transformational in nature, Bharti has created world-class businesses in telecom, financial services, retail, and foods.

Bharti started its telecom services business by launching mobile services in Delhi (India) in 1995. Since then there has been no looking back and Bharti Airtel, the group's' flagship company, has emerged as one of the top telecom companies in the world and is amongst the top five wireless operators in the world.

Through its global telecom operations Bharti group has presence in 20 countries across Asia, Africa and Europe - India, Sri Lanka, Bangladesh, Jersey, Guernsey, Seychelles, Burkina Faso, Chad, Congo Brazzaville, Democratic Republic of Congo, Gabon, Ghana, Kenya, Madagascar, Malawi, Niger, Nigeria, Sierra Leone, Tanzania, Uganda, and Zambia.

Over the past few years, the group has diversified into emerging business areas in the fast expanding Indian economy. With a vision to build India's finest conglomerate by 2020 the group has forayed into the retail sector by opening retail stores in multiple formats - small and medium - as well establishing large scale cash & carry stores to serve institutional customers and other retailers. The group offers a complete portfolio of financial services - life insurance,

general insurance and asset management - to customers across India. Bharti also serves customers through its fresh and processed foods business. The group has growing interests in other areas such as telecom software, real estate, training and capacity building, and distribution of telecom/IT products.

1.6 Timeline of Warid Telecom in Bangladesh

- In December 2005, Warid Telecom International paid US\$ 50 million to obtain a GSM license from the BTRC and became the sixth mobile phone operator in Bangladesh.
- In a press conference on August 17, 2006, Warid announced that its network would be activated two months ahead of schedule, in October, 2006. Again in October, 2006 Warid Telecom put off the launch of its cell phone services in Bangladesh until April, 2007 after its major supplier Nokia walked out on an agreement over a payment dispute.
- Warid had a soft launch at the end of January 2007. It gave away complimentary subscriptions among a selected group of individuals, whose job was to make 'test calls' and the operator adjusted its network's quality based on their comments.
- On May 9, 2007, Warid in an advertisement in some daily newspaper stated that it would be launching publicly on May 10, 2007. However, no call rate or any package details were revealed. The advertisement included an announcement for the people interested to buy Warid connections to bring the documents like ID card, etc., to the designated franchise and customer care centers.
- On October 1, 2007, Warid Telecom expanded its network to five more districts raising total number of districts under Warid coverage to 56, said a press release. Mymensingh, Jamalpur, Sherpur, Rajbari and Narail towns were covered by Warid network.
- On November 10, 2007, 61 districts under Warid network coverage.
- On June 10, 2008, Warid Telecom expanded its network to 3 more districts Bandarban, Khagrachhari and Rangamati. Now all 64 districts of Bangladesh are under Warid network coverage meaning Warid Telecom now has nationwide coverage.
- On December 20, 2010, Warid Telecom was rebranded to Airtel.

1.7 Brand Airtel

Airtel was born free, a force unleashed into the market with a relentless and unwavering determination to succeed. A spirit charged with energy, creativity and a team driven “to seize the day” with an ambition to become the most admired telecom service provider globally. Airtel has become one of the most preferable brands among the young people in just 12

months of operations in Bangladesh.

1.8 Vision & Tagline

“By 2015 Airtel will be the most loved brand, enriching the lives of millions.”

"Enriching lives means putting the customer at the heart of everything we do. We will meet their needs based on our deep understanding of their ambitions, wherever they are. By having this focus we will enrich our own lives and those of our other key stakeholders. Only then will we be thought of as exciting, innovation, on their side and a truly world class company."

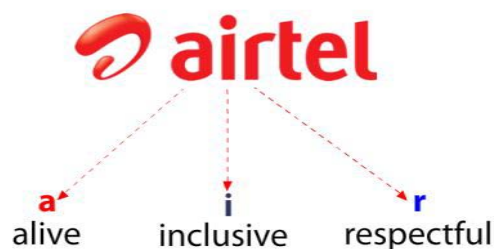
1.9 Airtel Logo

The unique symbol is an interpretation of the 'A' in airtel. The curved shape & the gentle highlights on the red color make it warm & inviting, almost as if it were a living object. It represents a dynamic force of unparalleled energy that brings them and their customers closer. Their specially designed logo type is modern,



vibrant & friendly. It signals our resolve to be accessible, while the use of all lowercase is our recognition for the need for humanity. Red is part of our heritage. It is the color of energy & passion that expresses the dynamism that has made airtel the success it is today, in India, and now on the global stage.

The meaning of logo and making of the name AIRTEL



Airtel believes in enthusiasm, strength and cheerfulness and so their logo is called 'The Wave' and was created by creative agency JWT. The logo is a representation of 'a' in the word Airtel. The curliness of the shape and the highlights of the red colour make it warm and inviting. Moreover the name Airtel includes alive, inclusive and respectful and of course it is

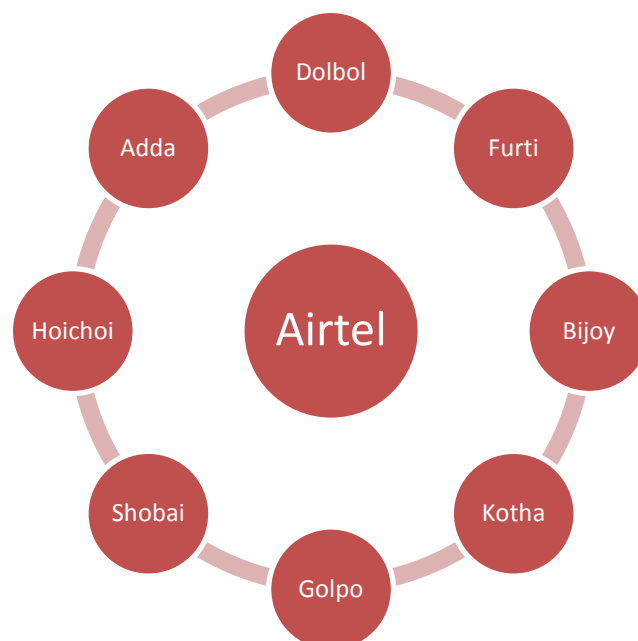
in terms of their service in the telecom industry. The logo and the color itself reflect how much the company is dedicated to serve the customers with their utmost eagerness and enthusiasm. Since red is the color of life and eagerness the entire strategy of being service oriented and lively altogether help targeting the youth with their most attracting marketing activities and such a meaningful logo.

1.10 Product Offers

Different people love different things. Someone likes to talk for longer period of time, some people love to talk for seconds, some customers make calls more frequently on a day, and some users talk only on few specific numbers. To cater to all customers' needs, airtel offers both prepaid and postpaid connection to its customers. Moreover airtel also offers massive value added services to its subscribers.

1.10.1 Pre-paid Details

There are 6 (six) different packages available in one prepaid connection. Customer can switch between the packages on offer. When a user switches from one option to another, the benefits under the previous option will automatically be changed to the new one.



Foorti: To keep customer dancing on their feet all day & night long with the friends, airtel introduces a new addition to its prepaid package portfolio 'foorti'. Here, the customer can talk up to 15 hours (12 AM to 3 PM) at the lowest rate in the market.

Adda: Adda package gives maximum fnf and all that at fantastic rates. In this package a

subscriber can add upto 8 fnf numbers of any operators. This package is also popular among prepaid subscribers for low on-net tariffs.

Shobai: Recently airtel brings a revolutionary package 'shobai' where a customer can select an operator of their choice and make all the numbers of that operator as fnf. They can talk at the lowest rate of 65 paisa/min with any number of that operator by recharging BDT. 65 and that will be valid for next 7 days. If the customer wants to continue this offer their next recharge must be 65 taka within the seven days.

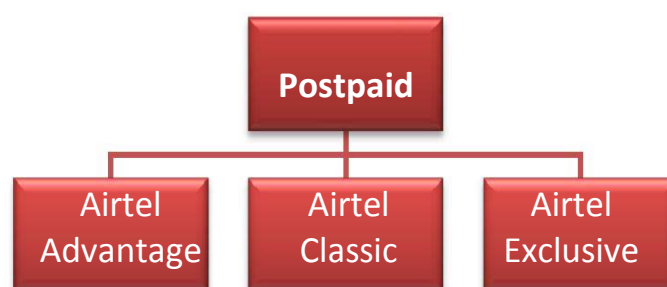
Golpo: If someone loves making long conversations, 'golpo' package offers with 24 hrs flat tariff to any number.

Dolbol: Airtel is proud to introduce „dolbol“ package, a one of its kind offer where a prepaid subscriber can join their own community and talk at the lowest rate of 29 paisa/min within the community members

Kotha: Subscribers can share every little moment with the ones with airtel 'kotha'-the package plan with 1 sec pulse from the very first second.

1.10.2 Postpaid details

Airtel postpaid comes with 3 packages that are designed to furnish to both the professional and personal communication needs.



Airtel Advantage: Airtel Advantage package comes up with attractive benefits for the postpaid users that offers 24 hour flat tariff plan with 5 second pulse. The monthly line rent for this package is Tk 50 and this line rent will be waived if the monthly minimum usage is equal to or more than tk 300.

Airtel Classic: Airtel classic is another exciting postpaid package with 15 fnf facilities, 5 second pulse, low on-net tariff and so on. The monthly line rent for this package is Tk 50 and this line rent will be waived if the monthly minimum usage is equal to or more than tk 300.

Airtel Exclusive: Airtel presents another yet fascinating postpaid package for the high usage customers. Monthly minimum commitment for this package is Tk 500 and therefore, there is

no monthly line is charged for airtel exclusive package. This package offers 25 min with 1 second pulse which is the most lucrative benefits for the postpaid users ever.

1.10.3 Value Added Services

Value-added services (VAS) are popular as a telecommunications industry term for non-core services, or in short, all services beyond standard voice calls transmissions. However, it can be used in any service industry, for services available at little or no cost, to promote their primary business. In the telecommunication industry, on a conceptual level, value-added services add value to the standard service offering, spurring the subscriber to use their phone more and allowing the operator to drive up their **average revenue per user** (ARPU). For mobile phones, while technologies like SMS, MMS and data access were historically usually considered value-added services, but in recent years SMS, MMS and data access have more and more become core services, and VAS therefore has beginning to exclude those services.

Like other telecom operator airtel also has introduced a distinct sort of value added services to enhance the level of customer satisfaction. As its vision is to enrich the lives of millions by 2015, airtel continuously developing unique services so that the customers can obtain better experience just in one connection.

The value added services of airtel are:

1) Tunes & downloads:

In this category a subscriber can have various caller tune services including gaan bolo gaan pao, cricket caller tunes, and Independence Day special caller tunes. Subscriber can also download games, wallpapers, logo and ringtones, from “www.airtellive.mobi”. Edge/GPRS enabled handsets are required to enjoy this service. On the other hand, this value added services can be accessed from airtel menu on the handset thus the subscribers do not need to memorize any short codes.

2) Entertainment:

Voice adda:

Voice Adda is a 24-hour voice based service which allows subscribers to dial "3443" and voice chat with friends & strangers alike. It is a place where people can make new friends & talk nonstop on their favorite topics while maintaining complete confidentiality.

Song & greeting dedication:

Airtel presents another exciting VAS “Song Greetings Service” to its customers so that they

can gift their favorite songs, music to the loved ones. A subscriber needs to dial 707 from their airtel mobile to get connected to song greetings voice system. Once connected, they will find two categories of gifts to choose from:

a. Music Gifts (by pressing 1)

Here, airtel mobile user can choose from an exclusive library of Bangla, Eastern, Islamic and English songs to send as gift.

b. Greeting Gifts (by pressing 2)

Here, subscriber will find special dedications for birthdays, wedding anniversaries and a variety of personal messages on love, sorrow and much more. An especially unique greeting category is the “Wishes from the Stars”, where subscribers can find greetings on special occasions recorded in the voice of celebrities.

Recording Personalized Voice greeting after the Song/ Greeting

After the gift has been selected, the user can also add a personalized touch to the gift by adding their own personal greetings by following the simple voice prompts.

Please note that if no personal greeting is recorded then by default airtel system’s selected greeting will be played.

- 3) **Call managements services:** Call waiting / call hold, missed call alert, voice mail service, call forward, call divert, conference call, call block, etc.
- 4) **Messaging services:** SMS, international sms, mms, mobile email, international mms, wiki over sms, and facebook sms.
- 5) **Data services:** Internet, mobile internet, mobile backup, airtel internet modem.
- 6) **Sports:** Cricket update, sports upadate
- 7) **News and updates:** TV news / newspaper alert
- 8) **Astrology:** Horoscope, horoscope from professor Howlader
- 9) **Travel:** Travel bag, airlines information.
- 10) **Finance:** Finance information, stock alert-live application, currency info, prize bond draw, stock market info, sms banking and sms insurance.
- 11) **Devotional:** Hajj info services, application based namaz time, IVR (Interactive Voice

Response) based namaz time, commodity price and traffic update, sms namaz alert, days ayaat/hadith/Allah’s name, Ramadan special, prayer/ifter/sehri time.

- 12) **FM radio servies:** Radio amar, abc radio, radio foorti, radio today.
- 13) **Emergency info:** Hospital info, blood bank, police station, fire brigade, ambulance etc.
- 14) **Info services:** weather, dictionary, voice portal, time check, science & education, fashion & leisure, ISD/NWD code, BBC-learn English, HSC suggestion.

15) Classified services: jobs alert service, matrimony alert service, property alert, Tution alert, mbazaar alert, mhealth, Tender alert, binodon news, foreign job alert, etc.

16) Location based services:

i) Vehicle tracking service

A vehicle tracking system combines the installation of an electronic device in a vehicle, or fleet of vehicles, with purpose-designed computer software at least at one operational base to enable the owner or a third party to track the vehicle's location, collecting data in the process From the field and deliver it to the base of operation. Airtel's Vehicle Tracking Service offers minute-by-minute information on vehicles for effective management and easy recovery in case of theft.

Features

- Vehicle tracking information with high level of accuracy
- Track vehicle from cell phone to obtain real time location
- Ability to remotely immobilize vehicle
- Replay movements on maps & draw reports

Benefits

- Improved customer service
- Enhanced security for both driver and vehicle
- Control vehicle abuse & misuse
- Benefit from 24/7 monitoring and incident recovery
- Ascertain the location and status of your car at anytime using web and WAP
- Measure the productivity of drivers and transport managers
- Eliminate logbooks and quickly reconcile disputed job tickets
- Vehicle immobilization and recovery in case of theft
- Peace of mind.

Vehicle tracker subscription tariff: BDT 625 + VAT / month

Vehicle tracking device cost: BDT 11,000 (Including VAT). The bundle includes vehicle tracking device and Postpaid SIM card.

ii) Vessel tracking service

The primary objective of this joint effort is to save lives of drowning fishermen and to restore livelihoods of poor coastal fishermen. Such fishermen have been severely affected in recent years due to an increase in the frequency of occurrence of rough sea events. Fishermen need to know whether there will be a potential rough sea event in a foreseeable time frame (for example, in the next 48 hours) any time during the peak fishing season. An advance warning would enable fishermen engaged in deep-sea fishing to avoid being affected, drowned and at

risk of losing lives.

Its major advantages are:

Fleet Tracking

All the vessels of the subscribers that will be used for the fishing purpose in to the deep sea will be tracked. Necessary steps will be taken if the signals are missing within the Economic Zone of Bangladesh.

Weather News

Subscribers will be getting weather news update 5 times a day. They will be getting the weather updates through voice communication from the vendor end.

Emergency Help & Rescue Service

Subscribers will be able to get help by pressing emergency switch. In case of the urgent requirement of survival, they will be getting the help from the concern authority.

Roles & responsibilities

Airtel Bangladesh will do the necessary arrangement of networks coverage & telecommunication services in to the deep sea (as per the do ability) throughout the coastal part of Bangladesh.



CARE Bangladesh will do the community mobilization mapping & skill enhancement capacity building for reducing the vulnerability. CARE Bangladesh shall also provide the necessary devices to the fishing boat owners but depending on the funding from the donor agencies.



Oxfam/CSRL will provide the weather forecasting 48 hours ahead of time & shall do the policy linkages & marketing communication across the globe.

1.10.4 International Roaming (IR)

As the world keeps getting smaller and smaller, we know that communication is no longer confined between the boundaries of our own home. While we are traveling outside the

country; we understand the need to stay connected with our family, friends and colleagues back home. To seamlessly carry our words across boundaries, Airtel offers the following International Roaming Services:



- Postpaid roaming
- Prepaid roaming
- GPRS roaming
- SMS roaming
- In-flight roaming
- In-bound roaming

Subscribers can enjoy roaming services:

- With over 300 roaming partners across 128 countries and growing
- Wide GPRS roaming coverage with excellent browsing speed
- Save up to 45% and more on roaming usage in some specific destinations

With Airtel, no one have to worry about roaming around the world. No matter where in the world we travel, its vast roaming coverage will keep us seamlessly connected.

Airtels International Roaming provides the freedom of using Airtel number when a subscriber travels outside Bangladesh. Airtel empower us to roam anywhere & everywhere around the globe.

A big world requires big coverage and that is exactly what Airtel is all about. Airtel is now bringing the whole world to our mobile phone. Leave the country, see the world, but never lose contact with home.

1.11.4.1 Postpaid Roaming

Airtel's postpaid roaming facilities allows availing all Voice, SMS, GPRS and other VAS facilities with the foreign operators using the existing number when we travel outside Bangladesh.

1.11.4.2 Prepaid Roaming

Airtel prepaid roaming service enables a subscriber to go abroad and use their mobile phone to make/receive voice calls and send/receive SMS (depending on foreign operators

capacity). All Airtel Prepaid subscribers with IR subscription would be eligible to use Airtel Prepaid Roaming services.

Airtel's Prepaid Roaming service enables prepaid subscribers to avail prepaid services whilst travelling abroad.

Key features of prepaid roaming:

- ☐ No security deposit
- ☐ No subscription fee for activation of prepaid roaming.
- ☐ Prepaid roaming account can be recharged through an authorized person and email request from home & abroad
- ☐ 24/7 IR hotline number: +8801678600786 (from abroad) / 786 (from home)

Note: Outbound Prepaid roaming services can only be used in selected international networks depending on Airtel's prepaid coverage list.

1.11.4.3 GPRS Roaming

GPRS Roaming is a service, which allows inbound and outbound subscribers, present in the roaming, to use mobile Internet. Subscriber will have access to Internet resources, find latest news, can communicate with near and dear ones through email/ instant messaging & conduct business correspondence. All of these can be accomplished while they are away from domestic network.

GPRS roaming is only available for postpaid customers while they are using IR services.

1.11.4.4 SMS Roaming

IR SMS allows a user to stay in touch with its contacts and loved ones via SMS only when they roam around the world. This service gives the option to receive and send SMS when subscribers are abroad, without having to activate voice and other regular VAS services.

In-flight Roaming

Airtel International roaming associates with Aero Mobile to help subscribers explore the sky via Emirates & Malaysia Airlines.

This in-flight roaming service is available for the postpaid subscribers only. It will not only allow a subscriber to make & receive phone calls but also establish a two way SMS

communication during flights. This is an innovative way to let our friends and family know exactly where we are.

In-bound Roaming

In-bound roaming service is for those people who come to visit Bangladesh and want to get connected back home. Once the foreign visitor who is using a cell phone from another country has selected an Airtel network, they will be able to roam using their own number around Bangladesh. Airtel network will make them feel right at home with its string of services as allowed by their particular home network.

1.13 SWOT Analysis

SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, limitations, opportunities, and threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

The SWOT analysis of Airtel BD Ltd is shown below:

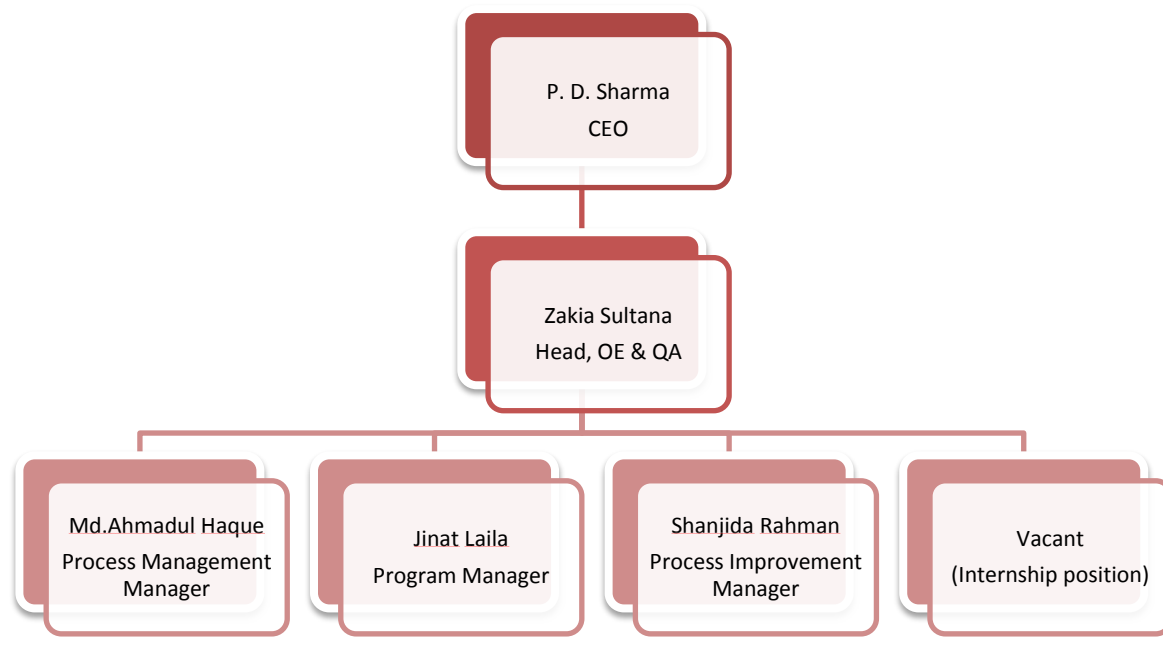


Chapter 02

Operational Excellence (OE)

Organogram and Job Description

2.1. OE Organogram



2.2 Job Responsibilities

During my 3 months of internship program I worked with the Operational Excellence department of Airtel Bangladesh Ltd. My responsibilities at Airtel Bangladesh Ltd are given below:

- ☐ Conducting the survey on customer satisfaction and supervising the vendor activities
- ☐ Check context, spelling, grammar, sentence structure, and visuals, etc. appropriately before every strategic program run
- ☐ Keep the log of each strategic program accurately in the Microsoft Excel sheet and submit the log file to the on-site supervisor by the end of the day
- ☐ Going for Market Visits to monitor market operations and report on-site supervisor about the findings and recommendation
- ☐ Attending new product or service UAT (user acceptance testing) sessions.
- ☐ Updating region wise Gross Revenue and Gross Addition data.etc

Chapter 03

Main Project

3.1 Introduction

Service quality assurance is a fundamental construct for any business to become successful. Therefore, in this present decade, companies have gained better understanding of the importance of customer satisfaction (especially service oriented companies) and adopted it as a high priority operational goal. Customer satisfaction, a term frequently used in the business world, is a measure of how products and services supplied by a company meet or surpass customer expectation. Customer satisfaction is defined as "*the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals.*" People in Bangladesh are becoming demanding day by day and more professional than previous. They need to share more information to each other because demography has changed due to the era of globalization. Mobile phone has introduced a tremendous change in the communication sector in our country. It has changed the communication structure also. People in various occupations and income levels are using mobile phone intensively for their occupational purpose and personal purpose as well.

3.1.1 Background and Problem Identification

There are six mobile phone operators are running business in Bangladesh. Among them airtel is the late entrant in the market. The other telecom companies are continuing operations for more than 1 decade (except Teletalk). At the beginning of this era, the mobile phone services were limited to few numbers of customers due to high connection price and call charges. Moreover, the network was also restricted to some divisional cities and in few major cities in the country. However, at that period, price being excessively high, a big chunk of the investment had been regained very smoothly by the telecommunication companies. As the technology developed and the tariffs reduced by the companies people were getting more engaged with this portable telecommunication services. For this reason, the early entrants in the market acquired enormous time for the network expansion. As a result, their subscriber base reached to more solid stage. After entering of Airtel in the market, there was a remarkable change seen in telecommunication industry. The competition has been more intensified in terms of pricing and service providing among the mobile phone companies. Airtel is struggling with the other competitors by offering new and unique services to keep up the market share.

In spite of Airtel being vastly well accepted among young generation for its youth oriented campaign and promotions and the lower tariffs and high FnF facilities, they were only able to make themselves appealing towards urban people to use Airtel prepaid connection.

Due to the limited network coverage, high satisfaction among existing customers 'has been a challenge. Along with that, there are some other problems prevailing with the prepaid connection which make the customer feel displeased. Hence, to survive in this competitive environment, it might be very difficult to keep the existing customers satisfied and to grab more market share. It is therefore imperative for Airtel to analyze the customer's opinion in this regard to its services and take care of the dissatisfaction.

This study is aimed at reviewing the prevailing situation to assist Airtel so that it can take appropriate measures for its improvement if needed.

3.1.2 Origin of the report

This report has been prepared to fulfill the partial requirement of my Internship of BBA Program of BRAC University. In order to complete my 12 week internship in Airtel Bangladesh Limited, I have prepared this report in align with my assigned job responsibility.

3.1.3 Objective of the report

The objective of the report is divided into two parts. They are specific and broad objectives. The specific and broad objective of this report is given below:

1. **Broad Objective:** The broad objective of this report is to find out the present service quality and customer satisfaction level of Airtel prepaid customers.
2. **Specific Objectives:** The specific objectives are as follows:
 - ☐ To find out specific areas of satisfaction of Airtel prepaid users
 - ☐ To figure out the areas of service quality improvement.
 - ☐ To know the overall satisfaction level of the customers
 - ☐ To figure out the Loyalty level and the reason of loyalty increase and decrease
 - ☐ To figure out possible improvement sectors to reduce dissatisfaction

3.1.4 Scope of the report

This report basically deals with a brief description about Airtel Bangladesh Limited and its product & services as well as mainly focus on service quality level. Here several quality tools has been described which are in practice of Airtel's day to day operation. Implementing the tools how Airtel manage to overcome the quarterly challenge and improves performance that has been described elaborately.

3.2 Theoretical review

The customers are in the mainstream of sales oriented services. The success of service oriented companies largely depends on the loyalty level of the customers. The buyers are happy if the product and/or the services meet their expectations. If their requirements do not meet the expectations the buyers become discontented, they are delighted when the performance fulfils their requirements.

Customers' past buying experiences, the opinion of friends, associates, marketer, competitor information and promises lead to the expectations. Marketer must be careful to set the right level of expectations. If they set expectations too low, they may satisfy those who buy but fail to attract enough buyers. In contrast, if they raise expectations too high, buyers are likely to be disappointed. Dissatisfaction can arise either from a decrease in product and service quality or from an increase in customer expectations. In either case, it presents an opportunity for companies that can deliver superior customer value and satisfaction.

Today most successful companies have taken the strategy of raising expectations and delivering performance to match. Such companies track their customers' expectations, perceived company performance, and customer satisfaction. Highly satisfied customers produce several benefits for the company. Satisfied customers remain connected for a longer period and talk favorably to others about the company and its products and services.

3.2.1 Defining Quality Management: Quality management is a business principle that ensures excellence in a company's products, services and internal processes. Companies that implement quality management programs to identify weaknesses, faults, areas for improvement and strengths. This gives the company the ability to set standards, make adjustments as needed and to offer greater value overall to their customer base. Although the approach to solving quality issues varies with different programs, the goal remains the same – to create a high quality, high-performing product or service that meets and exceeds internal and external customer expectations.

3.2.2 Contributions of Quality Management:

- **Improves Product Performance:** With proper quality management can timely monitor our service quality against the competition and benchmark which help us to find our major areas of improvement which can better meet the customer expectations.
- **Customer Satisfaction:** By including customer surveys in the QM program, key

personnel gain understanding of the product features important to consumers. By widening the survey scope to include noncustomers, this provides additional insight into why these people use the services of the competitor, allowing the company to integrate these features into their products. These types of programs can help a business create products that customer's desire.

- **Reduce Waste:** A well-thought out quality management program can also help companies reduce waste. Because the QM programs show us the exact point of focus so that we can employ the right time of resource on the right time by the right personnel which reduce unnecessary waste the company might incur.
- **Enhanced Productivity:** QM approach also generates teamwork when a company implements employee-based mixed departmental teams that review internal processes. An example of this is the balanced scorecard approach. This methodology provides a mechanism for evaluating department operations against benchmarked performance expectations. This type of quality program identifies how well individual areas of the company perform when compared with its established goals.
- **Increased Revenues:** Quality management programs help companies to improve its reputation among its existing customers, which can also help it attract new ones. This results in employees spending less time and raw material inventory to produce quality products or services. This recaptures lost profit while refining product and service excellence, ultimately leading to increased revenues and a better bottom line.

3.2.3 The definition of customer satisfaction

As the key driver of customer loyalty, many researchers increased emphasis on customer satisfaction. High level of customer satisfaction may lead to more loyal customers which means can bring more profit for enterprise. According to the researchers, the working of customer mind is like a black box. That is an observer can only see what goes in and what comes out but not what happened inside. Satisfaction may result from a very simple or a complex process involving extensive cognitive, affective and other undiscovered psychological and physiological dynamics. Usually, researchers conceptualize customer satisfaction as a personal feeling that customers compare perceived quality performance with expectations. This kind of conception is represented by Oliver's (1980) expectancy-disconfirmation framework. He states that customers compare the perceived quality of products and service with their prior expectations. The difference between expectations and perceived quality is called disconfirmation. If it is positive disconfirmation (the expectations are met or exceeded), the consumer is satisfied; if it is negative disconfirmation (perceived quality falls short of expectations), and then the customer is dissatisfied.

ACSI (American Customer Satisfaction Index), SCSB and ECSI define customer satisfaction as overall satisfaction. So here my theoretical framework treats customer satisfaction as overall satisfaction.

3.3 Customer satisfaction factors of prepaid customers of Airtel

In mobile telecommunication industry, there are direct and indirect factors that influence customer satisfaction. The most important factors that influence customer satisfaction for prepaid customers of Airtel which relates basically with after sales services are as follows:

3.3.1 Cost

The cost of the prepaid connection is one of major factor for the customers. Most of the people in Bangladesh are low income level. Therefore, to attain more customers Airtel should not charge high price for the new connection so that it can be affordable to the low income people. Moreover, tariff of the prepaid packages must be reasonable to keep satisfied its customers.

3.3.2 Availability

Availability of the product at the right time leads the customers to a better experience. Customers always want the product to be availed near at home. They do not wish to go far to have product and other related services. However, the prepaid customers require top-up their credit more frequently. So, to ensure frequent purchase and to build up long term relationship with the customers the top-up stores should be conveniently located to the prepaid users.

3.3.3 Airtime

Air time is the core offering of Airtel, So, quality of communication, network availability, etc, are the most important customer satisfaction factors. Quality of airtime depends on the ratio of subscribers and transmission base station. If the numbers of subscribers are increased without developing the network, quality of airtime goes down.

3.3.4 Value Added Service (VAS)

Value added service has become essential factor in telecom business. The customers not only wish to get voice communication but also desire more use of it. The telecom companies are offering new services apart from voice communication, for instances, edge/gprs, sports update, music information, different sorts of alert services, etc. The more value added services a company can offer with affordable cost the more it can achieve and retain its customers.

3.3.5 Customer Support: Helpline

Airtel provides the state of the art 24 hours customer supports through customer hotline for its customers in Bangladesh. Airtel subscriber needs to dial 786 to reach helpline. The hotline number has a language option for English, Bangla. It is a computer aided information base to afford immediate access to the information about the subscribers, but the operations are done manually. After dialing 786, subscribers are first welcomed by an automated and standardized process. Then he/she needs to wait for maximum 3 minutes. After that the subscriber reaches the Customer Manager.

3.3.6 Customer Care Center: AEC, ARC, & ASC

Most of the problems of the subscribers are solved by the helpline service. But there are some problems that cannot be solved over the telephone conversation. Subscriber need to appear physically to deal with those problems. Airtel has six customer care centers around the country, which is known as “Airtel Experience Center” (AEC), located at key locations. These centers are directly run by Airtel itself. Airtel has more than two hundred outlets spread across Bangladesh, the largest chain of retail outlets in the country, which is further backed up by a chain of sub-dealers, affinity partners & distributors. Dealer outlets are known as “Airtel Relationship Center” (ARC). Bill payment, address change, SIM replacement, new connection, scratch cards and sometimes mobile sets are sold at these outlets. Bill collection for post paid users and “Ezee Load” top up for pre-paid users can also be availed at the franchises. These franchises directly appoint dealers and sub-dealers in their designated areas.

Furthermore, Airtel also has more than four thousand “Airtel Service Center” (ASC) around the Bangladesh. This service center handles the customer services, for instances, sim replacement, new connection, prepaid recharge, postpaid bill payment and other customer queries. These after sales services are very crucial to keep the customer informed and satisfied regarding Airtel.

3.4 Quality Management at Airtel Bangladesh Ltd. : Managing and maintaining quality in all the products and service offerings is a key principle of Airtel Bangladesh Ltd. and this task is rigorously monitored by “Operational Excellence” department. To ensure quality, several quality management tools and techniques are implemented thoroughly all over the year. There are several tools which are used in Airtel, such as:

- **Six-sigma :** Six Sigma, the quality improvement methodology made famous by Motorola in the 1980s, has garnered much-deserved recognition in the last few years as more and more companies swear by its effectiveness in improving their bottom lines. Six Sigma measures improvements for a particular process or product within a business. The idea behind Six Sigma is to get to the root cause of an identified problem, to achieve as close to perfection with the company's services as possible. The ultimate goal of Six Sigma is to eliminate defects (service problems) and produce near perfection. Airtel believes with precise customer service processes to focus on and viable metrics for monitoring progress, Six Sigma can become a valuable tool in improving customer Loyalty.

Adopting Six Sigma Airtel usually choose between two implementations of the strategy, depending on their desired outcome. When the purpose is to overhaul an existing product or service, they use the "DMAIC" method, in which participants define measure, analyze, improve, and control their results. The "DMADV" method helps as an opportunity to develop entirely new products and services by defining, measuring, analyzing, defining, and verifying their plans.



Benefits of Six Sigma: When Six Sigma is properly executed, it can offer a number of benefits including:

- Reduction of service defects.
- Higher cost-effectiveness.
- Controlled, measurable improvement.
- Faster, more accurate processes.
- Improved customer loyalty.

Since Airtel is a customer centric organization. It has to deal with customer satisfaction and continuous service improvement for which it employs several Six-Sigma tools, they are:

3.4.1 Six –Sigma tools employed at Airtel:

3.4.1.2 Process Prioritization:

It's a Six Sigma tool called Prioritization Matrix helps in narrowing down the activities or projects by identifying a beneficial order of getting the most important things done first. This particular Six Sigma Tool gives Airtel a beneficial and clear line of actions. This matrix is constructed based on priorities and finds a faster and more workable solution to get to where they want to be. There is a relative importance of each criterion. Numerical strengths will be required in this case. The figures used in gauging the numerical strength give a clear understanding of the importance of each action compared to another. This is the figure that gives you an indication of the best action to take first; in other words, the action that will bring about the most change/benefits.

3.4.1.3 VOC (Voice of the Customers):

Another Six Sigma tool Airtel implements is the VOC or the Voice of the Customer. This is used to promote consumer driven service. It helps the Company to produce products that address real customer needs and concerns. People will be better able to experience services that supply supreme levels of satisfaction rather than merely experiencing things that only address one or two of their needs.

3.4.1.4 Process Management: Another tool that Airtel uses is process management. This is a statistical measure that is employed to ensure that all available resources are being used with the utmost efficiency. Companies can check to see whether they are using all of their IT equipment according to its true capacity, for instance, and they can verify whether or not there are redundancies within their workforce among other things.

3.4.1.5 Correlation and Regression Analysis: Many of the organizations that use the six sigma method know that when they move to each next step in the DMAIC process, things can get complicated. Specifically during the analyze phase, there is a need to identify the data that have been gathered during the measure phase. All of the steps need to be followed closely in order to come up with the necessary improvements that will be implemented later on. For this task, using a six sigma tool called correlation/regression analysis would be effective.

Six sigma tools are highly implemented in the deep-dive analysis of Customer Satisfaction Measurement and management. Airtel being the country's fourth largest telecommunications service provider, always prioritize their customers. So they check their service quality with a quantitative measure called "CSMM (Customer Satisfaction Measurement and Management) which helps to improve the service quality and increase the brand loyalty.

3.5 Defining CSMM:

CSMM is an independent, specialist unit of IMRB International and an exclusive member of the Walker Information Global Network (WIGN) in the Indian subcontinent, providing solutions to companies for measuring and managing their key stakeholders. The key focus of CSMM is to create a customer centric organization. As the exclusive member of the Walker Information Global Network (WIGN) in South Asia (Sri Lanka, Bangladesh, Pakistan and Nepal), CSMM uses the proprietary tools developed by Walker Information, the recognized pioneers in Stakeholder Measurement and Management with over 35 years experience. The network offers the world's most thoroughly tested and proven system. As a specialist unit of IMRB International (India's oldest and largest customized research agency) CSMM leverages IMRB's infrastructural strengths with presence in 130 towns in India, 11 countries and 28 cities globally. CSMM provides strategic information services to enhance customer loyalty amongst both end customers and trade channel customers as well as help build employee commitment. CSMM is a pioneer in non-contact form of data collection (telephonic and web) and has its own 200 seater call centre operating from Delhi and Bangalore which together handle 80000 telephonic interviews per month.

3.5.1 Business Objective of CSMM:

- ☐ To Ensure High Customer Loyalty
- ☐ Increase Customer Base
- ☐ Increase ARPU (Average revenue per user)
- ☐ To understand Brand & Service Perceptions of customers & utilize the Feedback in fine tuning internal processes and enriching customer experience

3.5.2 Contributions of CSMM:

5 Effective ways through which CSMM adds value to service quality improvement and Customer Satisfaction: -

3.5.2.1 Consider Sales level:

One of the easiest metrics for measuring the quality of your customer loyalty is simply your number of sales. Happy customers tend to purchase more products, so if sales are increasing, it could be attributed in part to your level of service. However, this method alone will not give you the most accurate assessment on the quality of service; an increase in sales could also be attributed to the season, economic climate or recent price markdown. This gauge is more effective when combined with other measurement tools.

3.5.2.2 Ask Your Customers

One way to determine whether customers are happy with your level of service is to simply ask them. You can do this informally, by inquiring when they come into your establishment. You can offer follow-up phone calls or emails to ask customers about the quality of their last visit to your business. CSMM makes the process more formal by creating surveys that ask questions about different aspects of your service and ask customers to fill them out with their valuable feedback.

3.5.2.3 Number of Customer Complaints

Some companies evaluate the quality of service by the number of complaints they receive. A common assumption is that when the number of disgruntled customers is decreased, that the quality of services has increased. Take note: by not paying attention to your quality of service, you may be inadvertently sending those disgruntled customers down the street to a competitor. CSMM Captures service complaints for all the service attributes – price, network, schemes, VAS, call center, etc.

3.5.2.4 Identify Your Weaknesses

Effective measurement of the quality of your service will help you identify specific weaknesses within your operation. For example, perhaps customers are not happy with the length of time they have to wait for assistance, or they are frustrated because at a certain time they face network error or call drops. No matter what metric tool you use to evaluate your current level of service, it should be able to help you identify very specific areas where you have room for improvement.

3.5.2.5 Assess the Competition

Knowing about your competitor's service offerings can also help you understand whether you are on track with your own service level. Send an employee down the street to act as a customer and find out how they are treated. Talk to customers who have worked with both businesses and ask them which company's service they like better and why. Measuring your customer service will help you know if your service level is on par and where it can be improved. Through these easy tools, you can get an accurate idea of whether the quality of your customer service is where it needs to be or what you can do to raise the bar on your current service level.

3.6 CSMM Methodology:

3.6.1 Research Design

Although a broad approach to the problem has already been developed, the design specifies the details of implementing that approach. The customer satisfaction measurement and management ensures that the project is conducted effectively and efficiently. Therefore, Bharti Airtel has chosen one fundamental research design which is also implemented in Bangladesh. The basic research design is given below:

Category	Exploratory	Description
Objective	Discover ideas and insights	Describe market characteristics or Functions
Characteristics	Flexible, versatile, unstructured	Marked by prior formulation and Hypotheses
	Sample is small and non-Representative	Pre-planned and structured
Methods	Qualitative research	Data analysis quantitatively
	Expert surveys	Surveys (Questionnaire)
	Pilot surveys	Observational and other data
Findings/Results	Tentative	Conclusive
Outcome	Generally followed by further exploratory or conclusive research	Findings used as input in decision Making

3.6.2 Problem Definition

The main problem in which the research will focus is the quality measures that help to improve service quality and customer loyalty which is identified by asking relevant questions to the customers of Airtel. The information needed for the study will be the customer's perception level of using Airtel prepaid connection, an overview of the problem, situation and what sort of problems the subscriber faces regarding this services. For this report, judging perception and loyalty level for the prepaid services have been obtained by asking questions and doing survey on the Airtel prepaid users.

3.6.3 Measurement and Scaling Procedure

For measurement and scaling, Non-Comparative technique is selected because each object will be scaled independently from other objects in the stimulus test. A Likert Scale has been used for the measurement and scaling. A Likert scale is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research, such that the term is often used interchangeably with rating scale even though the two are not synonymous. When responding to a Likert questionnaire item, respondents specify their level of agreement to a statement. For gaining full view of customer's perception of the prepaid services and their response level on each questions five response categories will be used starting from strongly agree to strongly disagree. To conduct the analysis, each statement is assigned a numerical score ranging from 1 to 5. So the point of strongly agree is 5, and strongly disagree is 1.

After getting the Data the measurement has been done through the GAP analysis of Top2 (Strongly Agree and Agree) and Bottom 2 (Strongly Disagree and Disagree). After that, the gap is measured and compared with the trend and thereby, the findings are received based on positive and negative trend.

3.6.4 Questionnaire Overview

The questionnaire basically has three parts. First is the demographics, second is the ONSS (Output Net Satisfaction Survey) and the final one is INSS (Input Net Satisfaction Survey). ONSS includes recommendation of the existing users to new users as an output of satisfaction. On the other hand, INSS includes several factors that indicates that the extent of customer satisfaction. There are 10 processes that are identified as key factors of customer satisfaction. Among them 5 have been chosen as Critical Processes that are required to be analyzed in terms of performance and impact. The 5 critical processes are as follows;

1. Network
2. Sales
3. Call Center
4. Schemes and promotions
5. Airtel Internet

3.6.5 Determine the sampling size and framing:

In order to make the sampling frame as a representation of the elements of the target

population, in every quarter different samples are considered so that one respondent is interviewed twice within 6 months. The framing includes 950+ respondents consisting at least 20% platinum users (over 1000 taka usage per month). Also, it is required to maintain similar distribution of socio-economic cluster population and at least 30% of young respondents (between 18-26 years of age) irrespective of income in order to conduct the survey. The survey is done by a third-party vendor and survey data is collected in every quarter from them.

3.6.6 Data Collection, Preparation, Analysis

3.6.7.2 Sources of Data

The Data is collected through a third-party vendor quarterly. Airtel Bangladesh receives the data from the third party data bank and conducts certain analyses. Moreover, selected respondents are asked to join a focused group discussion in order to find out customers' perceived lacking of the service. Therefore, only primary data sources are used to conduct the project.

Primary Data Sources-

- Telephone conversation with the prepaid customers
- Focused group discussion

3.7 Data analysis

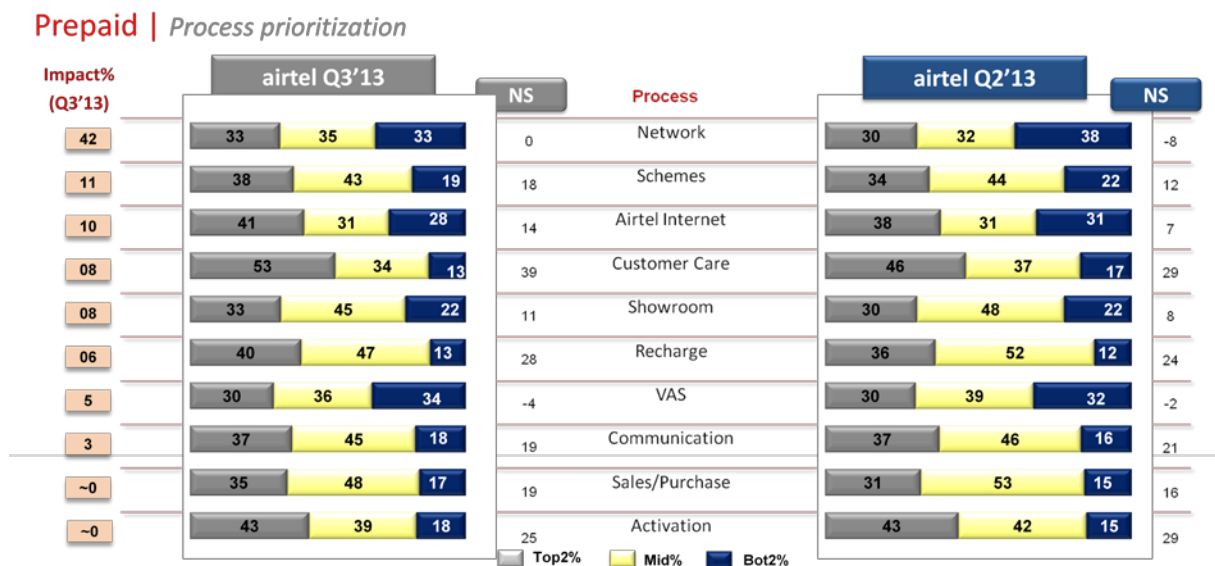
After completing the research survey for 3 months, data preparation for the project is started. In order to analyze the data, Microsoft Excel is used to formulate and find out impact and performance of INSS and ONSS.

The ONSS and INSS are dealt differently in each quarter. However, the mean score of ONSS and INSS is compared with the trend and the sum of ONSS and INSS is the Customer Satisfaction Index (CSI) of the quarter, which is also compared with the previous trend. After that, the trend is compared with the competitors in the market. And thereby, it is evaluated in which part Airtel is lagging behind.

In the INSS part, there are 10 statements to decide and find out the overall input measures of satisfaction which also help Airtel to find out the current service quality and areas of improvement. Every single process is analyzed with various statements. A regression is run on each process to analyze the impact (in %) of the statements on a process. The critical processes and there subgroup with the impact coefficients are given below:

Process	Statements	Impact (%)
Network	Indoor Coverage	24%
	Outdoor Coverage	21%
	Providing continuous connection	14%
	Voice Quality	17%
	Connectivity at first attempt	13%
	Timely delivery of SMS	2%
	Error free SMS	8%
Sales and Purchase	Politeness & courteousness of sales executive	23%
	Knowledge of sales executive about various aspects of the telecom service	29%
	Explanation of the details of the service that was provided to you during the sales process	40%
	Adherence to process & procedures during registration of connection	28%
Call center	Getting resolution for your problem at the Call Centre	27%
	Ease of access to the Call Centre	20%
	Politeness & Courteousness of CCE	16%
	Time taken for your resolution at the Call Centre	10%
	Knowledge levels of CCE	9%
	Ease of access to the Call Centre executive (CCE)	16%
Schemes and Promotions	Variety of Schemes Available	38%
	Relevance of Schemes Available	31%
	Ease of Switching from One Scheme to Another	31%
Recharge Experience	Availability of top-up cards	24%
	Ease of recharging	28%
	Time taken to recharge	19%
	Accuracy of recharge	29%

In order to analyze both overall and subgroup statement gap analysis has been implemented. The concept of the Gap analysis used in this project is the difference between Top2 and Bottom 2. The overall Gap has been compared with the previous quarter's Gap. Also impact (%) has been calculated to develop the Process Prioritization. Process Prioritization entails the extent of importance of a single process to define customer satisfaction level. The Process Prioritization is given below:



Finally, the benchmark of Brand Loyalty has been created to check the performance of brands against market scenario. Four loyalty segments have been created for the market taking all the four statements for all the six brands against the market. The formulation of the following statements was required to find out the brand loyalty of the prepaid customers of the whole industry.

- Intention to continue
- Intention to recommend
- I love being on
- Matters a lot to me

The data has been weighted using market share available at BTRC website to represent market reality. The Brand loyalty scenario along with the segment definitions are given below:

Performance – Overall | Loyalty Segments



Q3'13 data

Truly Loyal – those that feel positive towards and intend to continue to use your company.

Trapped – those that feel neutral to negative and yet intend to continue to use your company. Understanding this group can help you pinpoint how to improve their attitude towards your organization.

Accessible – those that feel positive towards your company and yet, they are not likely to continue.

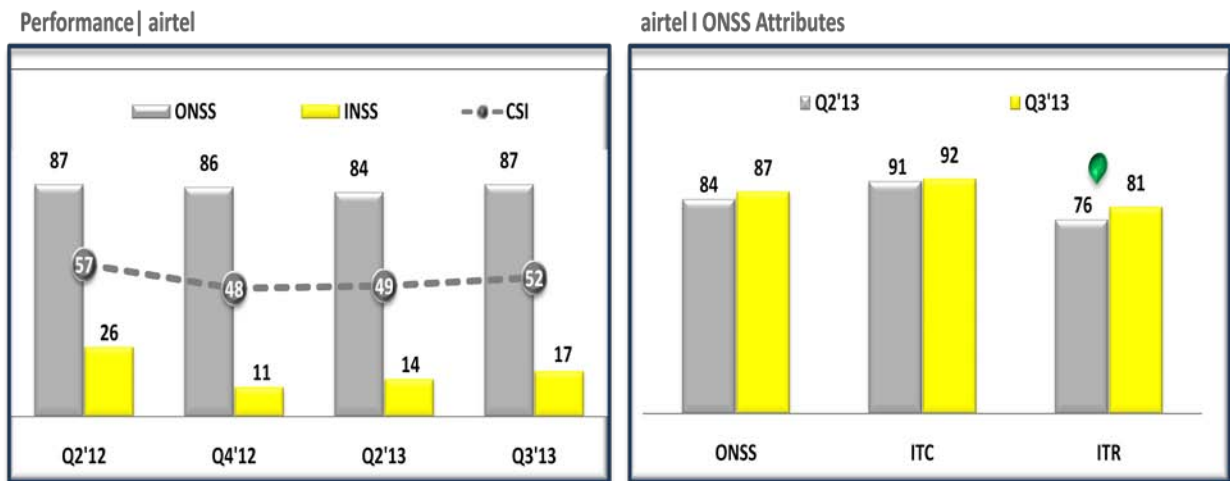
High Risk – those that don't feel positive towards your company and are not planning to continue the relationship.

The analysis is done among the platinum and data users as well which is described in the later part of the report.

3.8 Findings

The research findings are organized in coherent and logical way. After the completion data analysis successfully the findings are represented in four segments. The research findings of this project begin with the overall CSI finding and comparison with the trend. The second part contains the critical process overview and a comparison with the previous quarter's report. The following one contains the comparison with the industry. And finally the brand loyalty findings are explored in the finding segment.

3.8.1 Overall INSS, ONSS and CSI findings:



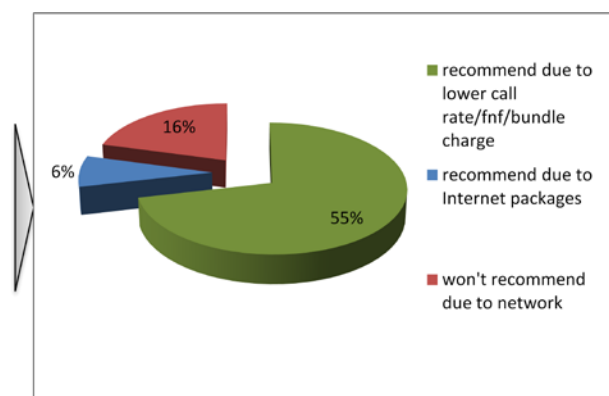
From the findings above, it is clearly visible that, the overall CSI has been increased by 3 points from the previous survey whereas, continuation (ITC) factor increased by 1 point and recommendation (ITR) to new users by existing users increased by 5 points. The key highlights are,

- Airtel witnessed stable performance on CSI in this quarter, largely driven by its process performance. ONSS has also increased.
- ONSS score has gone up because of ITRs increase this quarter.

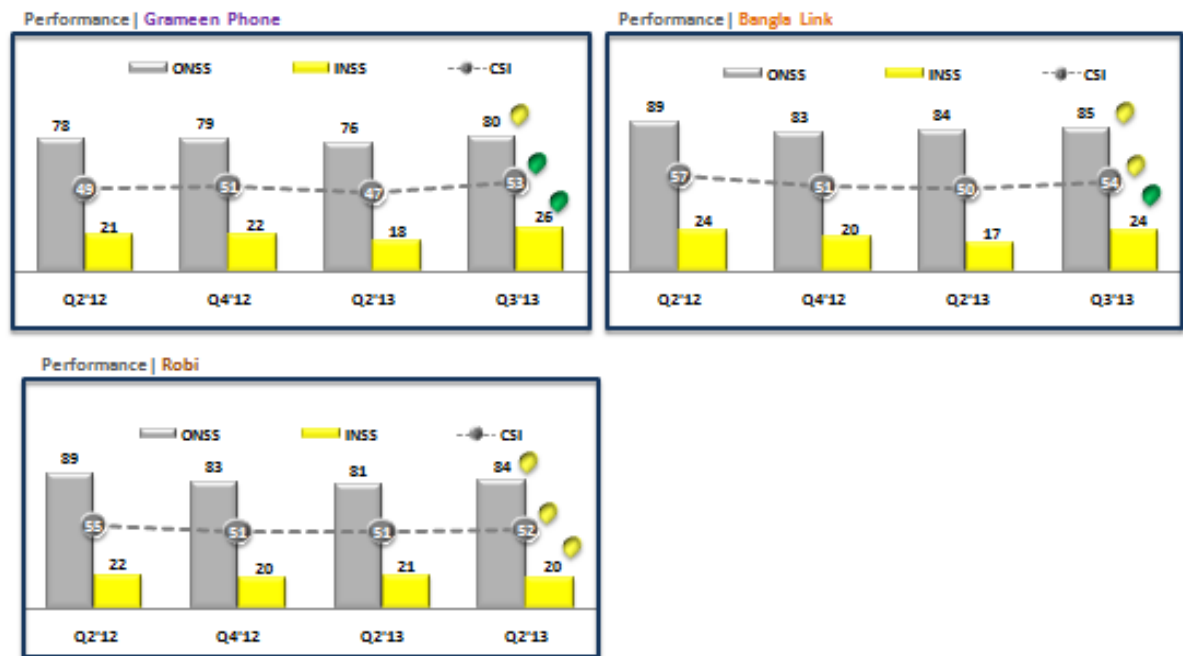
A deep dive analysis had been done to find out reasons behind these scores. The findings of the analysis are given below:

214 respondents have rated airtel recommendation possibility in the neutral point. Out of them-

- 55% of them will recommend due to lower call rate/fnf/ and bundle charges.
- 6% will recommend due to internet packages.
- And 16% won't recommend due to Network not being available everywhere



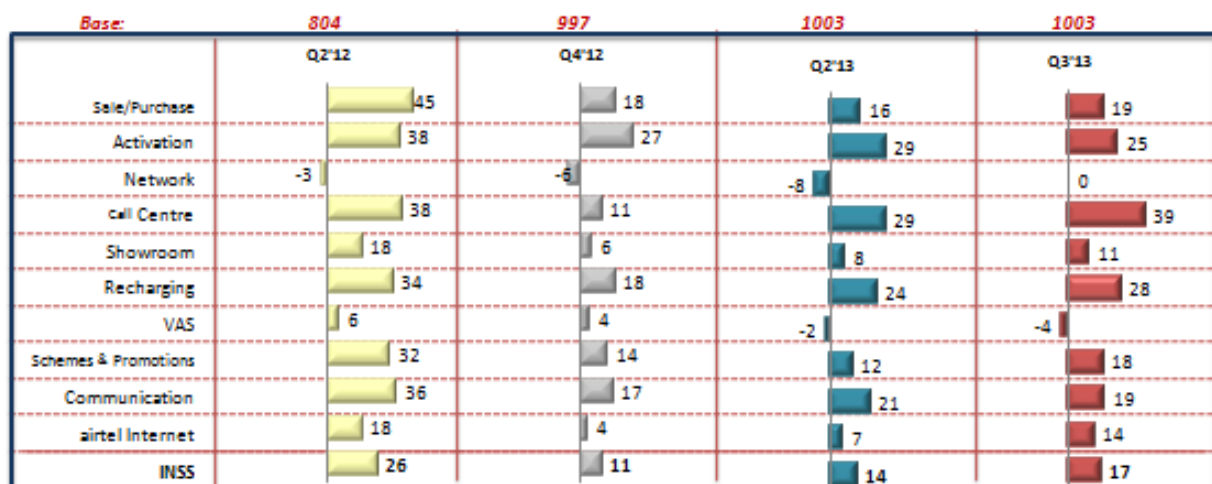
In order to get a clear view of the market the overall performances of the competitors are shown below:



From the charts above, we can clearly depict that, The CSI scores for GP improved whereas BL and Robi were stable over the quarter. GP and BL have tremendous INSS improvement. However, ONSS for all competitors remains more or less stable.

3.8.2 Overall INSS critical Process findings:

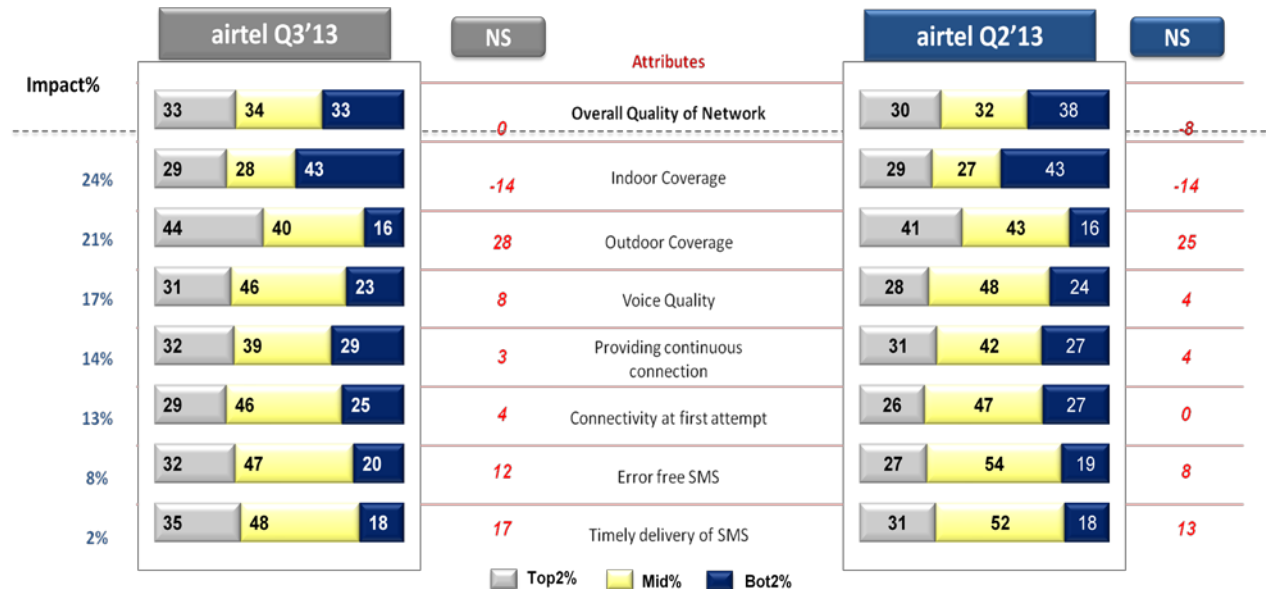
The overall Process satisfaction score is given below with the comparison with trend:



The chart illustrates that, communication, activation and VAS satisfaction decreased over the years. However, the sale/purchase, network, showroom, recharging, call center support satisfaction increased vastly, which resulted a higher INSS score than the previous survey.

A deep dive analysis has been conducted based on the previously determined critical

Prepaid | Network



processes. The findings are given below:

From the chart above, we can clearly state that,

- Indoor coverage' and 'Outdoor Coverage' have the high impact on overall Network
- Only 'provides continuous connection' showed decline over the quarter. Whereas all other attributes showed increase
- Overall network quality declined due to poor performance in Indoor Coverage as well as the bad perception on Overall network.

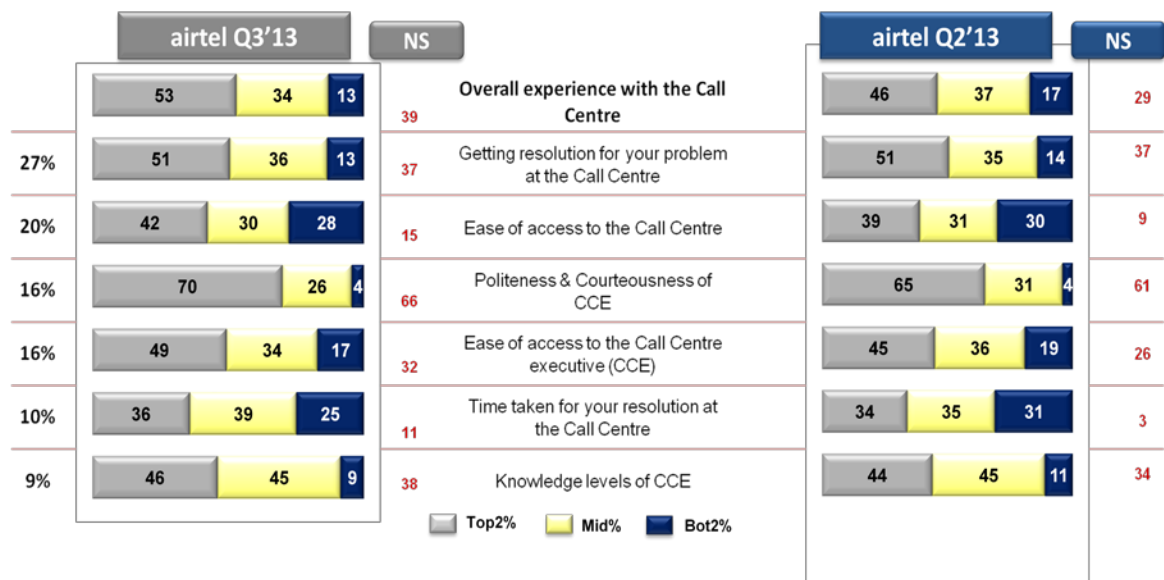
Prepaid | Sales



The sales satisfaction scores clearly indicate:

- Satisfaction on overall purchasing/ buying a connection has been affected mostly due to decline in Adherence to process and procedures' and 'knowledge of the sales executive' compared to last quarter.
- 'Explanation of the details of the service' has the highest impact on Sales.

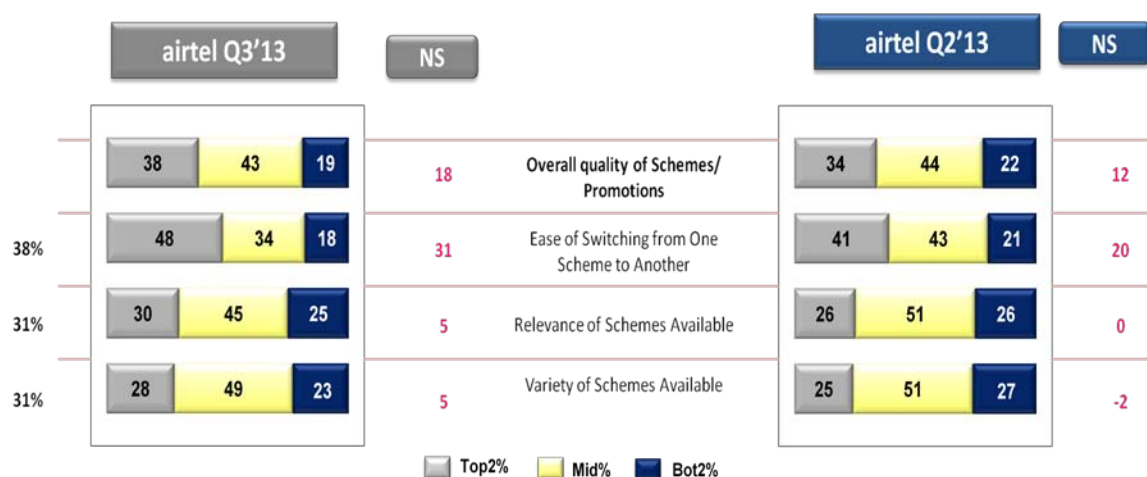
Prepaid | Call Centre-Q3'13 vs Q2'13



The Call Centre satisfaction scores clearly indicate:

- 'Problem resolution', 'Politeness of CCE' and 'ease of access' are the most impactful of the Call Centre attributes.
- Each attribute demonstrated increase in score, resulting in the improvement of overall call center performance.

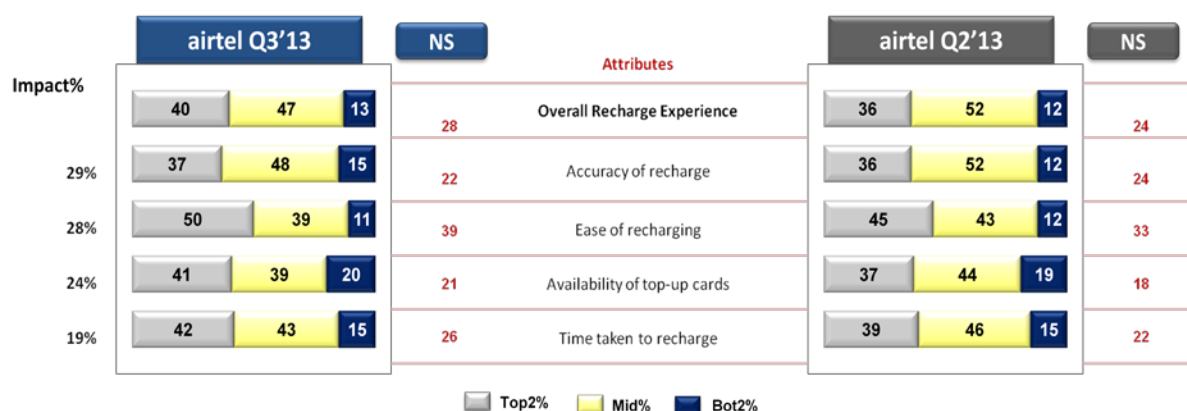
Prepaid | Schemes & Promotions



The schemes and promotion scores indicate:

- Ease of Switching from one scheme to another has the greatest impact.
- Satisfaction in all attributes increased significantly resulting in improvement in Net Score.

Prepaid | Recharge



The recharge experience satisfaction scores entail:

- 'Accuracy of the recharge' has the highest impact on Overall Recharge Experience.
- Almost all the sub attributes have shown increase in net score which resulted a rise in overall score.

3.8.3 Critical process comparison Across Brands:

The competitors score is compared with the Airtel's scores and the following findings are received.

Prepaid | Network | Across brands

	airtel		grameenphone		banglalink		রবি	
	Q3'13	Q2'13	Q3'13	Q2'13	Q3'13	Q2'13	Q3'13	Q2'13
Base	655	702	205	215	210	214	198	214
Overall Quality of Network (NS)	0	-8	59	60	22	20	31	32
Indoor coverage	-14	-14	21	14	-1	-5	9	3
Outdoor coverage	28	25	51	50	35	40	38	44
Voice quality	8	4	33	37	19	12	13	21
Providing continuous connection	3	4	38	31	21	5	23	20
Connectivity at first attempt	4	0	31	30	20	17	22	25
Error free SMS	12	8	26	18	18	13	18	16
Timely delivery of SMS	17	13	28	33	23	24	24	26

The chart above entails:

- Grameenphone continues to be the best performer with respect to Network followed by Robi and BL, Airtel is lagging behind with a great margin.
- Airtel improved on outdoor coverage, Connectivity at first attempt and timely delivery of SMS.
- Airtel have continued low score on “indoor coverage”

Prepaid | Sales | Across brands

	airtel		grameenphone		banglalink		রবি	
	Q3'13	Q2'13	Q3'13	Q2'13	Q3'13	Q2'13	Q3'13	Q2'13
Base	482	429	13	243	14	242	20	236
Overall experience in purchasing / buying a connection	19	16	27	19	33	22	23	24
Explanation of the details of the service that was provided to you during the sales process	0	-3	-8	6	7	18	0	9
Adherence to process & procedures during registration of connection/ SIM	26	29	38	34	31	42	20	42
Politeness & courteousness of sales executive	14	13	23	21	57	19	15	16
Knowledge of sales executive about various aspects of the telecom service	-5	-3	15	8	62	14	25	3

The key highlights of the findings are:

- All brands' overall experience showed increase excepting Robi.
- BL improved by great margin in politeness & Courteousness of sales executive where others were stable.
- All the operators improved on sales executive knowledge other than Airtel.

- Banglalink also demonstrated significant leap of performance on Knowledge of sales executive about various aspects of telecom services.

Prepaid | Call Centre | Across brands

	airtel		grameenphone		banglalink		রবি	
	Q3'13	Q2'13	Q3'13	Q2'13	Q3'13	Q2'13	Q3'13	Q2'13
Base	937	800	189	134	189	159	187	158
Overall experience with the Call Centre	39	29	20	9	19	20	20	10
Getting resolution for your problem at the Call Centre	37	37	25	7	34	25	18	22
Ease of access to the Call Centre	15	9	3	-3	15	-4	-13	-17
Politeness & Courteousness of CCE	66	61	48	51	60	48	35	45
Ease of access to the Call Centre executive (CCE)	32	26	16	11	28	6	5	8
Time taken for your resolution at the Call Centre	11	3	-2	-8	7	0	-14	-17
Knowledge levels of CCE	38	34	35	32	35	28	28	31

The key highlights of the above chart are,

- In the overall call center performance has taken a leap forward by scoring much higher than the last quarter except BL
- Airtel is consistent in improving their performance throughout the processes which enabled them to perform better in the overall scenario

Prepaid | Recharge | Across brands

	airtel		grameenphone		banglalink		রবি	
	Q3'13	Q2'13	Q3'13	Q2'13	Q3'13	Q2'13	Q3'13	Q2'13
Base	995	995	290	286	291	292	290	289
Overall Recharge Experience	28	24	39	26	34	23	29	25
Accuracy of recharge	22	24	26	23	19	20	16	24
Ease of recharging	39	33	50	38	41	39	39	48
Availability of top-up cards	21	18	33	20	25	18	24	26
Time taken to recharge	26	24	35	25	30	26	28	35

The findings from the above chart are:

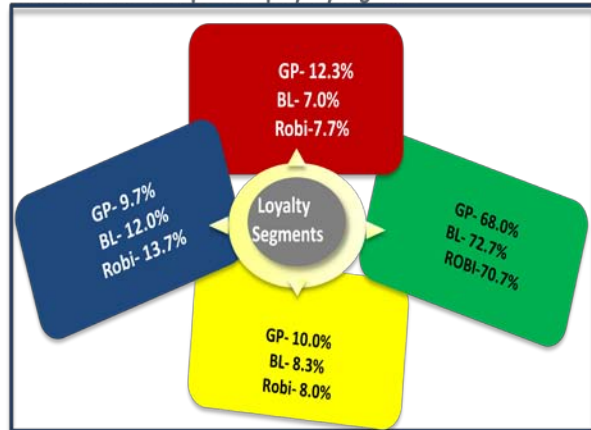
- Grameenphone continues to be the best performer with a incline in overall recharge experience followed by Banglalink.
- Airtel improves in 'Time taken to recharge', 'Availability' and 'Ease' which resulted in increased score in overall performance.

3.8.4 Findings on Brand Loyalty:

Performance – airtel | Loyalty Segments



Performance – Competition | Loyalty Segments



Q3'13	PLATINUM	Data	Other
TRULY LOYAL	75.4%	69.0%	70.0%
ACCESSIBLE	3.3%	11.1%	7.8%
TRAPPED	14.8%	9.9%	13.6%
HIGH RISK	6.6%	9.9%	8.6%

The charts clearly depicts that,

- BL has the highest loyal customer base followed by Robi Airtel. Whereas GP's high risk customer base segment is highest.
- Truly loyal among Platinum segment is higher than data user.

Respondent's opinion and suggestion

In the respondent's opinion and suggestion section, the respondents shared their valuable opinion regarding Airtel services and those are given below accordingly:

- ☐ Most of the respondents suggested Airtel to upgrade its network perception and raise awareness about area coverage as soon as possible.
- ☐ Some respondents also suggested to:
 - ☐ Stop sending excessive service SMS.
 - ☐ Reduce VAS tariffs.
 - ☐ Increase the song collection in caller tunes and add diverse tunes.
 - ☐ Introduce user friendly and easy service activation/deactivation procedure.

3.9 Limitations

The study was limited by a number of factors. Without these limitations the research would have been much better. Some of the constraints are given below: -

- ☐ Such a short internship period was not sufficient to understand the insights of customer satisfaction level.
- ☐ Lack of information due to inadequate telecom publications and journals.
- ☐ Lack of co-operation from the officials from confidential point of view.

4. Recommendation

The recommendation part of the project is prepared based on the research findings. By following those recommendations, Airtel can improve their service quality and decrease the dissatisfactions of the customers and thus earn a sustainable, distinct competitive advantage to achieve more market share.

- Airtel must undertake actions to change the poor network perception of people since Airtel has recently established the widest 3G coverage in all over the country thorough which they provide limitless internet service.
- Airtel should offer Miscall Alert and call block service for free.
- Automatic VAS activation should be notified , option for immediate Deactivation of unwanted VAS , Service charges should be notified timely to the users prior to balance deduction,
- Airtel should not send unnecessary SMS to the subscribers. It makes the customers annoyed when a SMS is received during working hours. SMS can be sent on weekend, holidays, or in off-peak hour so that it does not make the customers dissatisfied.
- Airtel must use advanced technology to improve the phone call quality, especially the indoor call quality and reduce call drops promptly
- The tariffs of the value added service (VAS) can be reduced so that more people can use VAS to enrich their moments.
- Airtel offers enormous bonus talk time or SMS to the prepaid customers usable for short time period. Customers get dissatisfied when they find that validity of using
- Bonus offer expires before it is consumed. Therefore, Airtel should increase the validity date for the bonus talk time and SMS to enhance the satisfaction level.
- Airtel can offer attractive handset bundle package with low price so that low income people can afford to buy an airtel connection with handset.
- Airtel's new strategy of branding below the line must not be the only way of

expanding their visibility. Above the line efforts are equally required to be taken.

4.1 Conclusion

Airtel is a telecom service providing company where customer satisfaction is both goal and marketing tool. Today's customers in the telecom industry, where lots of offers are available, are harder to satisfy. They are smarter, more price conscious, more demanding, less forgiving and they are approached by many more companies with equal or better offers. The challenge is not only to produce satisfied customers also to produce loyal and delighted customer. This is competitive and customer driven market. It is high time for Airtel to satisfy and retain its existing customers. As the mobile connection price, call charge, even the price of the handset have been reduced due to technological advancement people of all income level are started using cell phone. Nowadays, most of the students and the low income people are deeply relying on Airtel because of the cheap cost. Hence, it has become inevitable for Airtel to change the poor network perception soon for a sustainable future.

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